



DEPARTMENT SUMMARY

Finance

Provide financial guidance to City Council and departments and manage the City's financial operations.

About Finance

The Finance Department is responsible for providing financial expertise and guidance to the City Council and departments, managing the City's daily financial operations, and maintaining the financial integrity of the City. The department's major functional areas include accounting, revenue management, budget, payroll, purchasing, and investment management. The department also administers one internal service fund and one enterprise fund: the Self-Insurance Trust Fund manages the City's insurance portfolio and self-insured workers' compensation program, and the Solid Waste Fund manages the City's operations related to solid waste in support of State AB 939.



Fiscal Year 2012 Budget Highlights

Led by the Finance and Administrative Services Departments, the City will initiate a three-year project to replace the City's legacy financial management system with a state-of-the-art system featuring the latest technologies and best practices in financial accounting and reporting. This new system will help City staff do their work more effectively and ultimately increase the level of services provided to the public.



DEPARTMENT SUMMARY

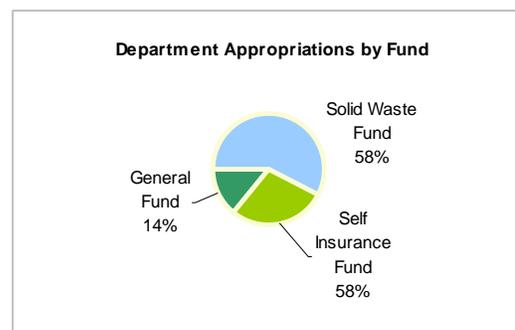
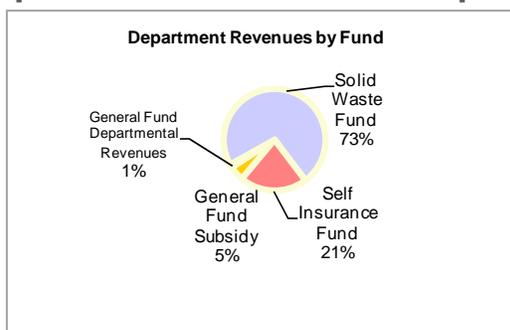
Finance

Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	50.20	48.50	48.50	46.50	46.50
Hourly Employee Hours	1,818	2,198	830	1,708	1,642
Revenues					
Donations	\$ 100,000	\$ 94,435	\$ 98,695	\$ 80,000	\$ 80,000
Fees and Service Charges	16,683,941	17,241,930	16,629,723	17,706,946	18,231,366
Insurance Premiums	2,950,613	2,583,750	2,583,751	2,547,084	2,598,025
Interest Income	253,726	189,900	180,164	161,700	161,700
Inter-fund Reimbursement	1,029	-	82,255	-	150,000
Intergovernmental	891,136	23,000	424,000	396,000	218,000
Licenses	8,355	9,000	9,486	9,000	9,000
OSH Premiums	302,518	277,322	277,322	182,894	187,961
Other Revenue	320,014	334,667	380,869	366,600	366,600
Transfers In	-	-	-	23,686	-
Workers Comp. Premiums	2,482,928	2,643,581	2,643,581	2,500,000	2,600,000
Overhead Allocation Recovery	3,182,845	2,936,466	2,936,466	2,935,330	3,024,259
General Fund Subsidy	1,087,068	1,061,601	899,215	1,206,420	1,364,418
Total Department Revenue	\$ 28,264,173	\$ 27,395,652	\$ 27,145,527	\$ 28,115,660	\$ 28,991,329
Expenditures					
Salaries and Benefits	\$ 4,596,457	\$ 4,719,045	\$ 4,271,130	\$ 4,598,093	\$ 4,884,958
Supplies and Services	20,867,147	22,293,593	22,345,402	22,658,601	23,331,634
Special Projects	1,379,447	921,389	771,467	634,137	655,054
Appropriated Reserve	-	48,671	-	13,531	-
Premium Rebate	780,000	-	-	3,694,328	-
Non-Capital Equipment	46,086	937,208	923,280	12,500	12,500
Tax Expense	7,435	12,000	12,000	12,000	12,000
Transfers Out	13,736	767,988	767,988	60,503	60,503
Total Department Expenditures	\$ 27,690,308	\$ 29,699,894	\$ 29,091,267	\$ 31,683,693	\$ 28,956,649
Addition to (Use of) Reserves	\$ 573,865	\$ (2,304,242)	\$ (1,945,740)	\$ (3,568,033)	\$ 34,680

The Finance Department is budgeted in the General Fund, Self-Insurance Trust Fund, and Solid Waste Fund.

Department Fund Composition

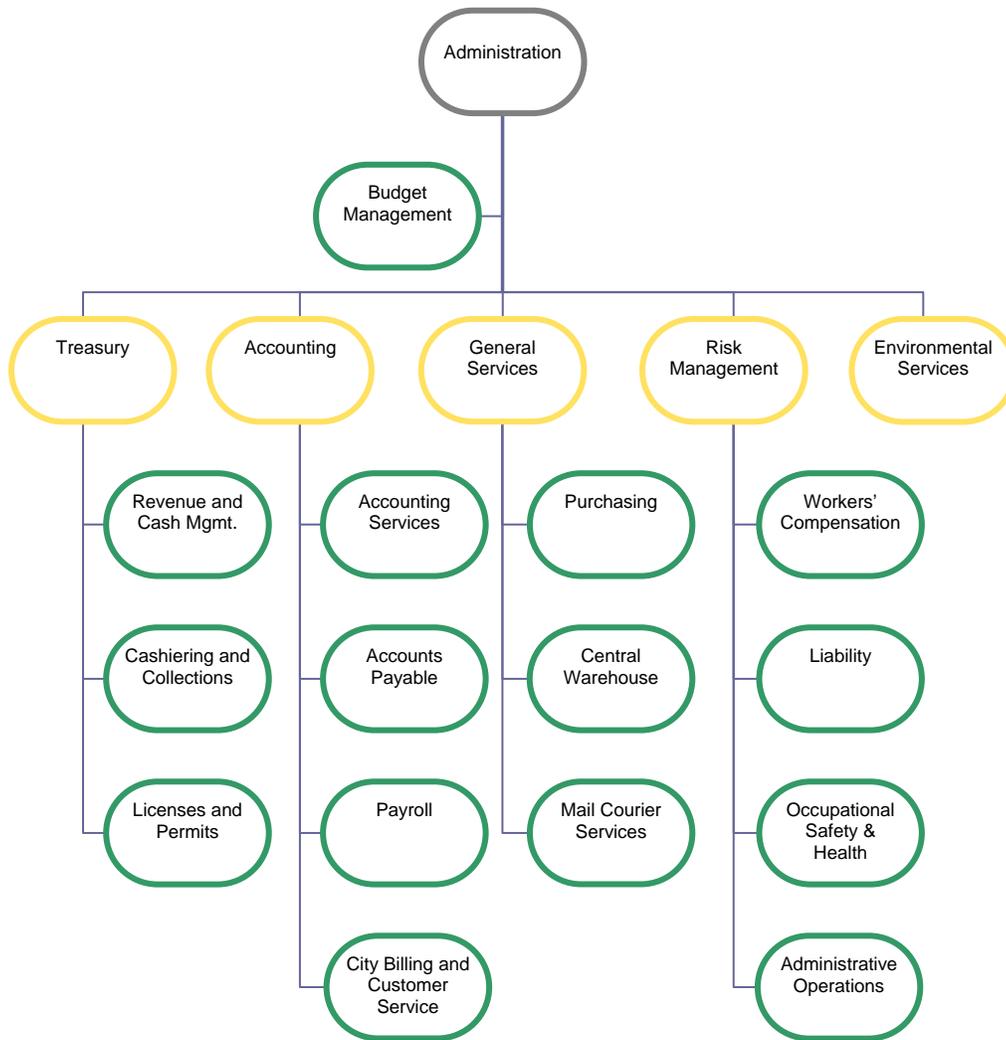




DEPARTMENT SUMMARY

Finance

Program Organizational Chart



FINANCE PROGRAMS

- **Administration**
 - Revenue & Cash Management
 - Cashiering & Collections
 - Licenses & Permits
 - Budget Management
 - Accounting Services
 - Payroll
 - Accounts Payable
 - City Billing & Customer Service
 - Purchasing
 - Central Warehouse
 - Mail Courier Services
 - Risk Management – Workers' Compensation
 - Risk Management – Liability
 - Risk Management – Occupational Safety & Health
 - Risk Management – Administrative Operations
 - Solid Waste



RECENT PROGRAM ACHIEVEMENTS

In conjunction with County of Santa Barbara staff, recently completed the evaluation of contractors for the potential installation of a new facility at the Tajiguas Landfill to substantially reduce the volume of trash buried.

Administration

(Program No. 1411)

Mission Statement

Provide management and administrative support to Finance programs and provide the City Council and departments with responsive financial expertise and analysis to ensure that the City's financial interests are protected and enhanced.

Program Activities

- Manage the operations of the department.
- Ensure management and the City Council are informed of all matters materially affecting the financial health of the City.
- Assist with policy formulation and implementation of Council direction.
- Provide staff support to the City Council Finance Committee.
- Provide financial and budgetary support and guidance to all City departments.
- Provide oversight of the City's investment portfolio.
- Manage the City's long-term debt, including new-money and refunding debt.
- Manage the City's Employee Mortgage Loan Assistance Program (EMLAP).
- Administer the City's cable television franchise.

Key Objectives for Fiscal Year 2012

- Ensure that Finance Programs meet 75% of their program objectives.
- Administer the City's non-exclusive cable television franchise agreement with Cox Communications and ensure that franchisee is in compliance with the franchise requirements.
- In partnership with the County, finalize the selection process of a conversion technology vendor.
- Conduct a Request for Proposal process for the selection of a refuse hauler in Zone 1 of the City.
- Select a vendor to replace the City's Financial Management System by February 2012.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	2.00	1.35	1.35	1.30	1.30
Hourly Employee Hours	0	0	0	0	0
Revenues					
Other Revenue	\$ 1,294	\$ -	\$ 2,818	\$ -	\$ -
Overhead Allocation Recovery	157,945	140,602	140,602	118,025	121,566
General Fund Subsidy	469,372	84,644	66,863	101,073	127,780
Total Revenue	\$ 628,611	\$ 225,246	\$ 210,283	\$ 219,098	\$ 249,346
Expenditures					
Salaries and Benefits	\$ 193,901	\$ 149,672	\$ 149,678	\$ 149,344	\$ 159,039
Supplies and Services	78,924	63,574	48,605	57,754	57,907
Special Projects	348,351	-	-	-	20,400
Tax Expense	7,435	12,000	12,000	12,000	12,000
Total Expenditures	\$ 628,611	\$ 225,246	\$ 210,283	\$ 219,098	\$ 249,346

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of Finance program objectives met	76%	80%	75%
Percent of Environmental Services division objectives met	50%	80%	80%
EMLAP loans administered	38	36	36

FINANCE PROGRAMS

Administration

➤ **Revenue & Cash Management**

Cashiering & Collections

Licenses & Permits

Budget Management

Accounting Services

Payroll

Accounts Payable

City Billing & Customer Service

Purchasing

Central Warehouse

Mail Courier Services

Risk Management – Workers'
Compensation

Risk Management – Liability

Risk Management –
Occupational Safety & Health

Risk Management –
Administrative Operations

Solid Waste



RECENT PROGRAM ACHIEVEMENTS

Performed an evaluation of cash controls for banking transactions and implemented new procedures to strengthen controls and eliminate errors.

Revenue & Cash Management

(Program No. 1412)

Mission Statement

Invest public funds in a manner that will provide maximum security, adequate liquidity and sufficient yield, while conforming to relevant statutes and regulations, and ensure all revenues are received timely and recorded properly.

Program Activities

- Manage investment portfolio of approximately \$160 million.
- Submit monthly investment reports to Finance Committee and City Council.
- Manage the City's banking relationships.
- Ensure timely reconciliation of all cash transactions.
- Assist departments in establishing appropriate controls and procedures for the receipt of cash and for petty cash disbursements.
- Provide ongoing analysis of City revenues.
- Forecast and manage cash to ensure adequate liquidity for expenditure requirements.

Key Objectives for Fiscal Year 2012

- Maintain an average "AAA" credit quality for securities in the portfolio.
- Submit 100% of monthly investment reports to City Council within 30 days of month-end.
- Conduct a monthly analysis of all City revenues.
- Provide a comprehensive analysis of General Fund revenues to the Finance Committee on a quarterly basis.
- Purchase investments for the City's Investment Portfolio that are consistent with investment objectives.
- Submit an annual Statement of Investment Policy for FY 12 by September 30, 2011.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	2.60	2.70	2.70	2.60	2.60
Hourly Employee Hours	120	120	120	120	120
Revenues					
Overhead Allocation Recovery	\$ 298,979	\$ 252,841	\$ 252,841	\$ 290,365	\$ 299,076
General Fund Subsidy	83,929	189,266	196,623	191,696	205,424
Total Revenue	\$ 382,908	\$ 442,107	\$ 449,464	\$ 482,061	\$ 504,500
Expenditures					
Salaries and Benefits	\$ 254,054	\$ 311,687	\$ 323,298	\$ 302,361	\$ 324,774
Supplies and Services	128,596	130,420	126,166	129,700	129,726
Special Projects	-	-	-	50,000	50,000
Non-Capital Equipment	258	-	-	-	-
Total Expenditures	\$ 382,908	\$ 442,107	\$ 449,464	\$ 482,061	\$ 504,500

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Credit rating of portfolio holdings	AAA	AAA	AAA
Variance between the City portfolio and LAIF book rates of return	+2.03%	+1.65%	< 1%
Months in which investment report is submitted within 30 days	12	12	12
Average portfolio balance	\$163.2 M	\$156.5 M	\$160 M
Average days to maturity of portfolio	880 days	900 days	900 days

FINANCE PROGRAMS

Administration
Revenue & Cash Management

➤ **Cashiering & Collections**

Licenses & Permits
Budget Management
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Cashiering & Collections

(Program No. 1413)

Mission Statement

Centrally process monies, ensuring funds are received when due, properly accounted for and safeguarded, and provide prompt, courteous customer service.

Program Activities

- Operate a City Hall cashiering function.
- Process payments received from the public and City departments and process bank wires and transfers.
- Prepare daily deposits and related accounting documents.
- Verify payment data from the utility billing lock-box operation.
- Record and reconcile major sources of revenue.
- Audit petty cash claims and assist departments in petty cash procedures.

Key Objectives for Fiscal Year 2012

- Accurately process 99% of treasury receipts on the day received.
- Accurately prepare deposit summary and daily bank deposits with less than 10 correcting entries needed.



Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	4.20	4.20	4.20	4.20	4.20
Hourly Employee Hours	0	0	0	0	0
Revenues					
Other Revenue	\$ 93	\$ -	\$ -	\$ -	\$ -
Overhead Allocation Recovery	380,557	419,606	388,097	376,659	387,959
General Fund Subsidy	28,906	-	-	40,521	52,998
Total Revenue	\$ 409,556	\$ 419,606	\$ 388,097	\$ 417,180	\$ 440,957
Expenditures					
Salaries and Benefits	\$ 338,421	\$ 345,273	\$ 316,506	\$ 339,569	\$ 363,289
Supplies and Services	71,135	74,333	71,591	77,611	77,668
Total Expenditures	\$ 409,556	\$ 419,606	\$ 388,097	\$ 417,180	\$ 440,957

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of treasury receipts processed on day received	99.4%	99%	99%
Correcting entries for daily deposit summary and bank deposit	7	6	<10
Payments processed at public counter	50,560	49,800	50,000
Utility billing lockbox payments processed	173,896	159,800	150,000
Transient Occupancy Tax (TOT) payments recorded and reconciled monthly	100	140	150
Utility Users Tax (UUT) payments recorded and reconciled monthly	162	161	165

FINANCE PROGRAMS

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Cashiering & Collections
➤ Licenses & Permits
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RECENT PROGRAM ACHIEVEMENTS

Successfully adopted and implemented the Santa Barbara South Coast Tourism Business Improvement District which established additional funding for regional tourism marketing.

Licenses & Permits

(Program No. 1414)

Mission Statement

Administer the collection and audit of business taxes, permits, and assessments to ensure compliance with the Santa Barbara Municipal Code (SBMC).

Program Activities

- Manage the Business Tax and Permit Program.
- Administer the monthly collections of Transient Occupancy Tax.
- Administer the billing and collections for the city’s four assessment districts: Parking and Business Improvement Area (PBIA), Old Town Business Improvement District, Downtown Business Improvement District, and the new Tourism Business Improvement District.
- Process delinquency notices and initiate collection efforts for past due accounts.
- Process and issue over 13,000 City licenses and permits.
- Review outside sources and publications to identify unlicensed businesses.

Key Objectives for Fiscal Year 2012

- Locate 125 unlicensed businesses using periodicals, Franchise Tax Board and State Board of Equalization sources.
- Send quarterly Parking Business Improvement Area (PBIA) billings to downtown businesses with the 75-minute free parking district.
- Send annual Downtown and Old Town Business Improvement District billings by February 24, 2012.
- Perform an annual audit of all businesses within the 3 downtown assessment districts by street address to ensure that all current businesses are billed as required.
- Ensure that newly-licensed businesses are billed appropriately for the district assessments.
- Send annual business license renewal notices no later than 30 days before current license expiration.
- On a quarterly basis, send delinquency letters for unpaid PBIA assessments.
- Collect Tourism Business Improvement District (TBID) fees from hotels in the cities of Santa Barbara and Carpinteria and remit to the Santa Barbara Conference and Visitors’ Bureau and Film Commission on a monthly basis.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	3.95	3.95	3.95	3.95	3.95
Hourly Employee Hours	0	0	0	1,000	1,000
Revenues					
Fees and Service Charges	\$ 11,437	\$ 7,000	\$ 7,000	\$ 32,000	\$ 32,000
Licenses	8,355	9,000	9,486	9,000	9,000
Other Revenue	700	-	-	-	-
Overhead Allocation Recovery	154,206	124,611	156,120	113,962	117,380
General Fund Subsidy	201,279	242,833	175,518	262,596	281,261
Total Revenue	\$ 375,977	\$ 383,444	\$ 348,124	\$ 417,558	\$ 439,641
Expenditures					
Salaries and Benefits	\$ 319,066	\$ 320,739	\$ 288,376	\$ 355,288	\$ 377,329
Supplies and Services	56,911	62,705	59,748	62,270	62,312
Total Expenditures	\$ 375,977	\$ 383,444	\$ 348,124	\$ 417,558	\$ 439,641

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
New businesses located from reference sources	327	125	125
New business licenses issued	1,793	1,620	1,650
Business license renewals	12,777	11,412	11,500
Business license delinquency notices	3,392	3,114	3,100
Percent of business licenses paid by due date	75.5%	70%	75%
Assessment district billings	4,590	4,500	4,500
Assessment district delinquency notices	1,155	950	950
Percent of PBI assessments paid by due date	73.7%	70.5%	75%
Percent of accounts sent to collections	1.8%	2.2%	2%
TBID collections processed	\$0	\$366,200	\$750,000

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RECENT PROGRAM ACHIEVEMENTS

Continue to improve the Financial Management System budget module for greater efficiency in preparing the budget document.

Budget Management

(Program No. 1415)

Mission Statement

Manage the development and implementation of the City's two year financial plan and annual budget to support effective decision-making and public communication.

Program Activities

- Manage the City's annual budget process, including training and support to departments, analysis of department budget requests, and public presentation of the recommended budget.
- Provide guidance to departments on departmental revenue estimates.
- Provide expertise to City Council and departments on economic and financial conditions and policy issues affecting the budget.
- Provide ongoing budgetary guidance and support to all City departments in administering the annual budget.
- Prepare and publish the City's Two-Year Financial Plan and Annual Budget.

Key Objectives for Fiscal Year 2012

- Complete 85% of all budget journal entries to record budget amendments within 4 working days of approval.
- Produce and distribute the Adopted Two-Year Financial Plan for Fiscal Years 2012 and 2013 by July 31, 2011.
- Receive the Government Finance Officers Association (GFOA) Distinguished Budget Award for the Adopted Two-Year Financial Plan for Fiscal Years 2012 and 2013.
- Submit the Fiscal Year 2013 Recommended Mid-Cycle Budget Addendum to Council and the City Clerk before May 1, 2012 in accordance with the Council-established budget filing deadline.
- Project General Fund non-departmental revenues within a 2% margin in relation to mid-year projections.
- Maintain minimum distribution of printed budget documents only to City Council and Executive Management to reduce paper use and waste.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	2.55	2.40	2.40	2.50	2.50
Hourly Employee Hours	0	0	0	0	0
Revenues					
Overhead Allocation Recovery	\$ 249,524	\$ 198,239	\$ 198,239	\$ 195,652	\$ 201,522
General Fund Subsidy	113,632	178,570	185,764	200,692	218,493
Total Revenue	\$ 363,156	\$ 376,809	\$ 384,003	\$ 396,344	\$ 420,015
Expenditures					
Salaries and Benefits	\$ 292,808	\$ 303,376	\$ 301,570	\$ 321,783	\$ 345,414
Supplies and Services	70,348	67,433	67,433	67,061	67,101
Special Projects	-	6,000	15,000	7,500	7,500
Total Expenditures	\$ 363,156	\$ 376,809	\$ 384,003	\$ 396,344	\$ 420,015

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of budget journal entries completed within 4 working days	80%	85%	85%
Budget adjustments	178	150	150
Days to produce the adopted budget document after fiscal year-end	31	31	31

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RECENT PROGRAM ACHIEVEMENTS

Reviewed, analyzed, and revised CAFR to be more readable and provide additional disclosures to allow users to better understand the City's financial position and operations

Accounting Services

(Program No. 1431)

Mission Statement

Maintain and ensure integrity of the City's financial records and audits and report financial information to Council, the public, and to State and Federal regulatory agencies in an accurate and timely manner.

Program Activities

- Establish and maintain an accounting system of funds, accounts, and internal controls in accordance with Governmental Accounting Standards Board standards and Generally Accepted Accounting Principles.
- Prepare year-end closing entries, balance and reconcile all funds and accounts, coordinate and communicate with the City's independent auditors, and prepare the Comprehensive Annual Financial Reports for the City and the Redevelopment Agency.
- Prepare and submit fiscal reports, including compliance audits of grant funds and various State Controller's Reports to State and Federal agencies, in an accurate and timely manner.
- Provide financial analysis and fiscal information to department users, management, and the City Council as needed.

Key Objectives for Fiscal Year 2012

- Compile and produce the annual Comprehensive Annual Financial Reports (CAFRs) for the City and the Redevelopment Agency within 170 days of fiscal year-end.
- Receive an unqualified audit opinion for the annual financial statement audit for the City and Redevelopment Agency (RDA).
- Receive Government Finance Officers Association (GFOA) award for achievement in financial reporting for the City's CAFR.
- Complete 100% of monthly bank reconciliations within 45 days of receiving bank statements.
- Complete 100% of general ledger monthly closings within 7 working days of month-end.
- Complete and input 100% of regular monthly interim financial reports into Legistream within 45 days of month end.
- Publish City and RDA CAFRs on the City's website within 7 days of presentation to City Council.
- Complete and file mandatory annual disclosure reports for all debt issues prior to February 15, 2012.
- Limit the number of bound copies of the RDA and City CAFRs printed for distribution to 35 by issuing electronic versions of the reports (via CD, email, or Internet access).

Key Objectives for Fiscal Year 2012 (cont'd)

- Complete and file all State Controller's Reports before the deadlines.
- Complete the annual reserve allocation within 150 days of year end.
- Perform a successful recruitment and engage auditors for the annual financial audits.
- Select a vendor to replace the City's Financial Management System by February 2012.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	3.35	3.10	3.10	3.10	3.10
Hourly Employee Hours	0	0	0	0	0
Revenues					
Overhead Allocation Recovery	\$ 351,134	\$ 245,380	\$ 245,380	\$ 271,401	\$ 280,411
General Fund Subsidy	69,844	144,246	165,354	207,512	225,297
Total Revenue	\$ 420,978	\$ 389,626	\$ 410,734	\$ 478,913	\$ 505,708
Expenditures					
Salaries and Benefits	\$ 286,189	\$ 269,597	\$ 281,823	\$ 360,646	\$ 387,405
Supplies and Services	134,789	120,029	128,911	118,267	118,303
Total Expenditures	\$ 420,978	\$ 389,626	\$ 410,734	\$ 478,913	\$ 505,708

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Days after June 30 to issue City and RDA CAFRs	162	175	170
Unqualified audit opinions	2	2	2
Audit adjustments required by independent auditor	2	2	2
Awards for achievement in financial reporting	1	1	1
Percent of bank statements completed within 45 days	83%	75%	100%
Percent of general ledger closings completed within 7 working days of month-end	83%	100%	100%
Percent of interim financial reports submitted to Council within 60 days	83%	100%	100%
Journal entries posted	1742	1750	1700
Percent of State Controller's reports prepared and filed before the deadlines	N/A	N/A	100%
Printed copies of the CAFRs distributed	40	35	35
Overtime hours worked by staff and manager	651	850	600
Days from year end to complete annual reserve allocation	N/A	N/A	150

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RECENT PROGRAM ACHIEVEMENTS

All FMS payroll reports were converted to electronic format on April 30, 2010, resulting in annual budget savings for supplies and services of \$6,800-\$8,400.

Payroll

(Program No. 1432)

Mission Statement

Pay City employees and benefit providers accurately and timely and ensure compliance with Federal and State laws and regulations.

Program Activities

- Perform audit and data entry of timesheets.
- Make tax payments and file quarterly tax reports.
- Reconcile payroll deductions and benefits payable to the general ledger.
- Reconcile billing statements with receivables and payroll withholdings by person for current and former employees and retirees.
- Pay benefit providers.
- Process payments to the Public Employees Retirement System (PERS) and reconcile to reports and payroll withholdings.
- Maintain the payroll system to reflect annual changes in tax tables, employee contracts, dues, or other items for paycheck accuracy.
- Perform electronic fund transfers for direct deposits, PERS, deferred compensation, and taxes.
- Provide customer service to all City employees, departments and benefit providers.
- Implement technological enhancements to improve payroll processing efficiency.

Key Objectives for Fiscal Year 2012

- Process and pay payroll accurately and timely 99.9% of the time.
- Achieve a 96% accuracy rate of timesheets submitted by departments during the fiscal year.
- Reconcile 11 of 12 monthly insurance billings within 30 days of receipt from benefits administrator.
- Prepare 2011 W-2 forms for distribution by January 24, 2012.
- Audit and reconcile all payroll tax and liability accounts, and adjust the general ledger as necessary, at the end of the fiscal year.
- Ensure that 100% of program staff attend City computer training classes related to job duties in order to maintain and/or upgrade computer skills.

Key Objectives for Fiscal Year 2012 (cont'd)

-  Review remaining 45 of 90 printed reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate, consolidate them as appropriate.
-  Increase the number of employees opting out of printed pay advices by 50 to a projected total of 650 employees.
-  Identify and implement 2 new automated procedures as determined by Payroll staff (in collaboration with Information Systems staff) and report any paper reduction realized.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	2.45	2.45	2.45	2.45	2.45
Hourly Employee Hours	0	0	0	0	0
Revenues					
Other Revenue	\$ 2	\$ -	\$ -	\$ -	\$ -
Overhead Allocation Recovery	123,163	116,543	116,543	114,536	117,972
General Fund Subsidy	144,300	149,913	142,239	153,938	164,132
Total Revenue	\$ 267,465	\$ 266,456	\$ 258,782	\$ 268,474	\$ 282,104
Expenditures					
Salaries and Benefits	\$ 214,929	\$ 215,716	\$ 209,846	\$ 217,662	\$ 230,728
Supplies and Services	52,536	50,740	48,936	50,812	51,376
Total Expenditures	\$ 267,465	\$ 266,456	\$ 258,782	\$ 268,474	\$ 282,104

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Accuracy rate of timesheet data entry	99.97%	99.96%	99.9%
Accuracy rate of timesheets submitted by departments	96.35%	96.41%	96%
Percent of insurance billings reconciled within 30 days	100%	100%	91.6%
Dollar value of benefits and withholding accounts reconciled bi-weekly per payroll staff member	\$4,445,666	\$4,372,958	\$4,400,000
City employees per payroll staff member	649	639	640
Program cost per paycheck issued	\$5.25	\$4.90	\$5.00
Program cost per timesheet processed	\$5.62	\$5.09	\$5.25
W-2's issued annually	1,978	1,926	1,950
Percent of staff hours worked per quarter	86.80%	88.09%	88%

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Cashiering & Collections
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➤ **Accounts Payable**

City Billing & Customer Service
Purchasing
Central Warehouse
Mail Courier Services
Risk Management – Workers' Compensation
Risk Management – Liability
Risk Management – Occupational Safety & Health
Risk Management – Administrative Operations
Solid Waste



RECENT PROGRAM ACHIEVEMENTS

Total value of discounts utilized during calendar year 2010 resulted in City savings of \$7,675. Implemented electronic filing of quarterly state sales and use taxes, to comply with State Board of Equalization.

Accounts Payable

(Program No. 1433)

Mission Statement

Process and issue payments to City vendors to ensure timely and accurate payment for materials, supplies, and services received.

Program Activities

- Perform audit and data entry of claims submitted for payment.
- Make State sales tax payments and file quarterly reports.
- Initiate monthly independent contractor reporting by diskette.
- Review claims for accounts payable and purchasing policy compliance.
- Maintain files for all City payments to vendors.
- Review and adjust claims for vendor discounts when available.
- Provide customer service to departments and vendors.
- Reconcile and send 'Positive Pay' check disbursement reports to the bank daily.

Key Objectives for Fiscal Year 2012

- Issue 99% of vendor payments within 2 working days of receipt of claim for payment.
- Issue 99% of payments to vendors, error free.
- Complete implementation of accounts payable cross-training for all payroll staff.
- Prepare 2011 1099-MISC forms for distribution by January 24, 2012.
- Ensure that 100% of program staff attend City computer training classes related to job duties in order to maintain and/or upgrade computer skills.
- Review 5 accounts payable financial reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate or consolidate them as appropriate.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	1.75	1.75	1.75	1.75	1.75
Hourly Employee Hours	0	0	0	0	0
Revenues					
Overhead Allocation Recovery	\$ 141,419	\$ 136,973	\$ 136,973	\$ 134,854	\$ 138,900
General Fund Subsidy	62,075	70,718	63,986	72,978	77,910
Total Revenue	\$ 203,494	\$ 207,691	\$ 200,959	\$ 207,832	\$ 216,810
Expenditures					
Salaries and Benefits	\$ 140,922	\$ 141,826	\$ 139,962	\$ 142,962	\$ 151,234
Supplies and Services	62,572	65,865	60,997	64,870	65,576
Total Expenditures	\$ 203,494	\$ 207,691	\$ 200,959	\$ 207,832	\$ 216,810

Program Performance Measures

Performance Measure	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of payments issued within 2 working days after receipt of claim	100%	100%	99%
Percent of payments issued error free to vendors	99.41%	99.38%	99%
Invoices processed	51,941	51,566	52,000
Program cost per payment issued	\$10.32	\$10.26	\$10.25
Percentage of available discounts taken by departments	47.22%	66.44%	60%
Percentage of available discounts taken by A/P staff	36.88%	23.46%	30%
Total value of discounts available	\$8,331	\$9,564	\$10,500
Total value of discounts utilized	\$7,007	\$8,598	\$9,400

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- Purchasing
- Central Warehouse
- Mail Courier Services
- Risk Management – Workers' Compensation
- Risk Management – Liability
- Risk Management – Occupational Safety & Health
- Risk Management – Administrative Operations
- Solid Waste



RECENT PROGRAM ACHIEVEMENTS

Performed an internal audit and updated 'Property Owner Continuous Water Service Agreement' files.

City Billing & Customer Service

(Program No. 1434)

Mission Statement

To accurately bill customers on behalf of City departments, ensure the timely collection of related revenues, and to respond to customer inquiries in a courteous and professional manner.

Program Activities

- Prepare and mail approximately 379,000 consolidated utility bills annually for water, wastewater, and refuse collection services.
- Prepare and mail approximately 27,000 additional bills for a variety of City fees, services, and reimbursements annually, working closely with other City departments.
- Provide customer service by handling approximately 25,000 customer inquiries annually via telephone and walk-in counter support.
- Maintain and manage an automatic payment option for customers to have their bills paid automatically from their checking account.
- Process approximately 17,000 service orders to utility customer accounts, including customer updates, water meter reading verification, bill collection efforts, and water service changes.

Key Objectives for Fiscal Year 2012

- Accurately input 99% of newly-created auto-payment account information for utility billing, airport and harbor slip customers.
- Notify 99% of Extraordinary Water Use applicants of credit determination within 30 days of receipt of application.
- Issue 99% of refunds due on closed water accounts within 30 days.
- Prepare comprehensive written procedures for major components of the utility billing system and other important functions of the division.
- Provide customer assistance with the implementation of the online utility billing service.
- Perform customer outreach to encourage the receipt of electronic bills in-lieu of mailed paper bills.
- Ensure that program staff attends relevant training classes appropriate to assigned job duties in order to maintain and/or upgrade technical skills.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	3.65	3.85	3.85	3.85	3.85
Hourly Employee Hours	0	0	0	0	0
Revenues					
Other Revenue	\$ 187,700	\$ 175,000	\$ 210,000	\$ 210,000	\$ 210,000
Overhead Allocation Recovery	620,261	623,738	623,738	614,364	632,796
Total Revenue	\$ 807,961	\$ 798,738	\$ 833,738	\$ 824,364	\$ 842,796
Expenditures					
Salaries and Benefits	\$ 265,820	\$ 321,581	\$ 295,718	\$ 320,323	\$ 347,055
Supplies and Services	247,275	254,225	256,596	263,312	265,842
Total Expenditures	\$ 513,095	\$ 575,806	\$ 552,314	\$ 583,635	\$ 612,897

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of water refunds issued within 30 days of account closure	100%	99%	99%
Accuracy rate of data entry of auto-payment information	99%	98%	99%
Percent of Extraordinary Water Use applicants notified in 30 days	99.5%	99%	99%
Bills issued annually	373,704	379,000	379,000
Service orders prepared annually	16,476	17,000	17,000
Phone call received from customers annually	28,716	26,400	25,000
Average time customer service representative spent on each call	N/A	N/A	2 minutes
Customers on automatic pay including utility bills, airport and harbor	6,127	6,500	6,500

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➤ Purchasing

Central Warehouse
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Risk Management – Administrative Operations
Solid Waste



RECENT PROGRAM ACHIEVEMENTS

Developed a calendar to manage expiring contracts; realized significant cost savings from bidding contracts for ordinary goods and services.

Purchasing

(Program No. 1441)

Mission Statement

Maintain public trust and fiscal responsibility by competitively obtaining quality goods and general services that meet or exceed department specifications, by encouraging open and fair competition among suppliers, and providing value added services to support the City's mission.

Program Activities

- Prepare Quick Quote, Bid and Proposal packages and track cost savings.
- Advertise and solicit for competitive bids for goods, materials, and services that meet the City's needs.
- Leverage the City's purchasing power and resources by utilizing cooperative purchasing contract when goods and materials meet department specifications and needs.
- Educate City staff and potential bidders on the City's procurement processes.
- Assist departments and divisions with developing procurement strategies

Key Objectives for Fiscal Year 2012

- Re-bid 95% of the Blanket Purchase Orders over \$40,000 upon expiration of the current terms or receipt of new requests.
- Issue Purchase Orders under \$25,000 within 15 calendar days from receipt of completed requisition
- Issue Purchase Orders over \$25,000 within 45 calendar days from receipt of completed requisition.
- Conduct at least 1 class to train City staff on the City's purchasing policies and procedures.
- Complete an internal customer satisfaction survey and achieve a customer satisfaction rating of 90% or higher.
- Complete an external customer (vendors/contractors) satisfaction survey.
- Track cost savings on formal bids for ordinary services and goods.
- 🍃 Increase City department participation in on-line ordering to 75% of office supply orders versus phone or fax submittals
- 🍃 Conduct a class on writing specifications to encourage green purchasing solutions

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	6.00	5.90	5.90	5.75	5.75
Hourly Employee Hours	0	0	0	0	0
Revenues					
Overhead Allocation Recovery	\$ 508,375	\$ 484,889	\$ 484,889	\$ 545,148	\$ 561,503
General Fund Subsidy	131,692	172,309	137,728	114,196	133,552
Total Revenue	\$ 640,067	\$ 657,198	\$ 622,617	\$ 659,344	\$ 695,055
Expenditures					
Salaries and Benefits	\$ 552,227	\$ 562,985	\$ 536,941	\$ 559,925	\$ 595,579
Supplies and Services	87,840	94,213	85,676	99,419	99,476
Total Expenditures	\$ 640,067	\$ 657,198	\$ 622,617	\$ 659,344	\$ 695,055

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of Blanket Purchase Orders over \$40,000 re-bid	92%	95%	95%
Days to process requisitions under \$25,000	2.95	10	15
Days to process requisitions over \$25,000	44	45	45
Purchase Orders issued (all categories), including change orders	2,876	4,000	4,000
Purchase Orders for routine services and supplies over \$2,500	1,056	1,000	1,000
Blanket Purchase Orders issued for ordinary services and supplies	915	950	950
Purchase Orders issued for Professional Services and Contracts	86	200	200
Change Orders issued	819	950	950
Request for Proposal/Qualifications advertised	7	10	10
Request for Bids advertised for ordinary services and materials	88	125	125
Percent of sole source Purchase Orders for ordinary services and material	8%	5%	5%
Average purchase orders processed per Buyer	957	1,400	1,400
Percent of on-line ordering of office supplies	76%	75%	75%
Percent of overall customer satisfaction rating	89%	N/A	90%

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➤ **Central Warehouse**

Mail Courier Services
Risk Management – Workers' Compensation
Risk Management – Liability
Risk Management – Occupational Safety & Health
Risk Management – Administrative Operations
Solid Waste



RECENT PROGRAM ACHIEVEMENTS

Oversaw the assembly and delivery of Cleaning Kits used by Looking Good Santa Barbara at their annual clean ups. Approximately 600 kits were distributed to volunteers.

Central Warehouse

(Program No. 1442)

Mission Statement

Competitively purchase inventory and issue goods that meet or exceed our customers' specifications, partner with our customers to identify new or better products, provide services that exceed our customers' expectations, and dispose of City surplus in accordance with the Municipal Code.

Program Activities

- Issue inventory.
- Perform monthly cycle counts.
- Reorder stock as necessary.
- Package similar stock items together for bidding purposes and track annual cost savings.
- Dispose of surplus City property and track auction proceeds.

Key Objectives for Fiscal Year 2012

- Maintain an accuracy rate of 99% for monthly inventory counts.
- Process and fill 99% of issue requisitions within 1 day.
- Achieve a turnover rate for 20 key items of 12 times per year.
- Increase the percent of inventory items under contract.
- Review auction processes for surplus items, consider online and onsite.
- Create a SharePoint page for Central Warehouse.
- Perform a Customer Satisfaction Survey by May 31, 2012.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	1.40	1.10	1.10	1.20	1.20
Hourly Employee Hours	0	0	0	0	0
Revenues					
Overhead Allocation Recovery	\$ 157,351	\$ 154,574	\$ 154,574	\$ 125,045	\$ 128,796
General Fund Subsidy	20,592	3,710	-	34,965	36,631
Total Revenue	\$ 177,943	\$ 158,284	\$ 154,574	\$ 160,010	\$ 165,427
Expenditures					
Salaries and Benefits	\$ 105,384	\$ 79,103	\$ 77,161	\$ 87,379	\$ 92,733
Supplies and Services	72,379	78,681	75,838	72,131	72,194
Special Projects	180	500	-	500	500
Total Expenditures	\$ 177,943	\$ 158,284	\$ 152,999	\$ 160,010	\$ 165,427

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of accurate monthly inventory counts	99.87%	99%	99%
Percent of issue requisitions processed within 1 working day	100%	100%	99%
Inventory turnover rate for 20 key items (times per year)	12.4	12	12
Percent of monthly inventory counts completed within 1 working day	100%	100%	100%
Issue requisitions processed	2,923	3,000	3,500
Orders processed from vendors	401	450	500
Stock items on hand	1,254	1,250	1,250
Inventory turnover rate for 20 key items (times per year)	12.4	12	12

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➤ Mail Courier Services

Risk Management – Workers' Compensation
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RECENT PROGRAM ACHIEVEMENTS

Customer Satisfaction Survey results were rated good- excellent.

Mail Courier Services

(Program No. 1452)

Mission Statement

Collect and distribute U.S. Postal Service and interdepartmental mail to all City departments accurately and efficiently.

Program Activities

- Collect the City's United States Postal Service (U.S.P.S.) mail twice daily.
- Provide interoffice mail courier service to 33 stops at City offices and selected outside agencies.
- Process outgoing U.S.P.S. mail daily.
- Post mail information on the Courier's SharePoint page.
- Maintain departmental billing records.
- Track certified mail receipts to ensure that receipts are returned to the right departments.

Key Objectives for Fiscal Year 2012

- Process and send 99% of the routine outgoing U.S.P.S. mail within 1 working day.
- Provide mail services according to the published mail schedule.
- Complete an internal customer satisfaction survey and achieve a customer satisfaction rating of 80% or higher.
- Provide backup support for central stores.
- Maintain the monthly reporting of mail charges and volume on SharePoint page.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	1.20	1.10	1.10	1.20	1.20
Hourly Employee Hours	0	0	0	0	0
Revenues					
Overhead Allocation Recovery	39,931	\$ 38,470	\$ 38,470	\$ 35,319	\$ 36,378
General Fund Subsidy	56,313	48,324	48,139	66,982	70,839
Total Revenue	\$ 96,244	\$ 86,794	\$ 86,609	\$ 102,301	\$ 107,217
Expenditures					
Salaries and Benefits	\$ 83,668	\$ 74,758	\$ 71,892	\$ 88,533	\$ 93,449
Supplies and Services	9,681	12,036	11,745	13,768	13,768
Non-Capital Equipment	2,895	-	2,972	-	-
Total Expenditures	\$ 96,244	\$ 86,794	\$ 86,609	\$ 102,301	\$ 107,217

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of U.S.P.S. outgoing mail sent within 1 working day	100%	100%	99%
Percent of mail stops completed on-schedule	100%	100%	100%
Percent of Customer satisfaction	N/A	N/A	80%
Pieces of outgoing U.S.P.S. mail processed	147,333	120,000	120,000
Pieces of interoffice mail and correspondence delivered	14,628	8,500	10,000
Percent of damaged or spoiled mail	N/A	N/A	<.02%
Percent of mail returned for incorrect postage	N/A	N/A	0%
Labor cost per piece of outgoing U.S.P.S. mail	\$0.30	\$0.64	\$0.24
Mail stops per day	N/A	32	33

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➤ **Risk Management – Workers’ Compensation**

Risk Management – Liability
Risk Management – Occupational Safety & Health
Risk Management – Administrative Operations
Solid Waste



RECENT PROGRAM ACHIEVEMENTS

Modified Duty Program reduced temporary disability payments by \$320,638 in FY 10; claims filed remain at historic low levels for the fifth consecutive year.

Workers’ Compensation

(Program No. 1461)

Mission Statement

Provide workers’ compensation benefits to eligible employees, ensure compliance with Federal and State regulations, and minimize associated costs.

Program Activities

- Collect, maintain, and analyze loss data.
- Ensure compliance with Federal and California laws; monitor legislation, legal opinions, and case law for changes.
- Investigate, evaluate, and authorize all new lost time claims.
- Approve the use of salary continuation.
- Approve expenditures, evaluate and recommend settlement proposals, and obtain approval for settlement payments.
- Ensure that the third party administrator completes all required elements of contracts.
- Assist outside legal counsel to defend claims, and coordinate subrogation recovery.
- Notify management of any permanent work restriction for injured employees and evaluate industrial disability retirement applications.
- Assist managers and supervisors to return an injured employee to regular or modified duty and develop a modified duty contract.
- Respond to employee, supervisor, and management inquiries; provide training on workers’ compensation.

Key Objectives for Fiscal Year 2012

- Conduct annual claim review of all open claims with the 4 departments with the highest claims frequency; and semi-annually post open claim data.
- Obtain 50% of the industrial injury preventability determination reports from operating departments.
- Complete investigation of 50% of the industrial injuries with lost time within 45 days of knowledge.
- Audit performance of the Third Party Administrator. Submit audit report by December 31, 2011.
- Purge workers' compensation claim records held in storage as allowed by State law by December 31, 2011.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	1.60	1.55	1.55	1.55	1.55
Hourly Employee Hours	117	78	150	196	130
Revenues					
Other Revenue	\$ 762	\$ -	\$ 8,334	\$ -	\$ -
Workers' Comp. Premiums	2,482,928	2,643,581	2,643,581	2,500,000	2,600,000
Total Revenue	\$ 2,483,690	\$ 2,643,581	\$ 2,651,915	\$ 2,500,000	\$ 2,600,000
Expenditures					
Salaries and Benefits	\$ 164,608	\$ 178,976	\$ 170,010	\$ 192,432	\$ 202,739
Supplies and Services	1,368,124	2,070,533	2,001,228	2,086,504	2,211,538
Special Projects	-	-	-	-	100
Appropriated Reserve	-	6,953	-	-	-
Premium Rebate	780,000	-	-	3,694,328	-
Total Expenditures	\$ 2,312,732	\$ 2,256,462	\$ 2,171,238	\$ 5,973,264	\$ 2,414,377
Addition to (Use of) Reserves	\$ 170,958	\$ 387,119	\$ 480,677	\$ (3,473,264)	\$ 185,623

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Annual review of open claims with highest claims departments	8	4	4
Percent of preventability reports received from departments	64%	50%	50%
Percent of industrial injuries investigated	54%	35%	50%
Total claim costs (paid and reserved) current FY	\$823,614	\$912,860	\$894,702
Annual gross amount of medical costs billed (all open claims)	\$1,558,713	\$1,781,737	\$1,654,225
Annual gross amount of medical costs paid (all open claims)	\$638,078	\$737,469	\$594,042
Annual cost of professional medical bill review services (all open claims)	\$72,562	\$74,000	\$73,689
Claims filed (current FY only)	133	147	152
Number of open claims all years at FYE	175	175	167
Litigation Ratio, Number of active litigated claims divided by the number of open claims (all years)	10%	20%	20%
Percent of claims filed without lost time	59%	58%	66%
Percent of eligible employees placed in a modified work assignment.	97%	95%	94%
Number of Modified Duty days worked.	1,589	2,700	2,047
Modified Duty cost savings	\$236,462	\$423,000	\$320,646

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RECENT PROGRAM ACHIEVEMENTS

The downward trend in claims costs continues for the third consecutive year.

The upward trend in the receipt of Collision Preventability Determinations continues for the third consecutive year.

Liability

(Program No. 1462)

Mission Statement

Prudently investigate City incidents and adjust damage claims, correct potential hazards, and provide loss prevention training.

Program Activities

- Administer incident and claims procedures.
- Investigate departmental activities relative to claimed damages.
- Pay or deny claims and communicate findings to claimants.
- Represent the City in small claims court.
- Request and track hazard mitigation throughout City activities.
- Provide tailored loss prevention classes to City personnel.
- Consult with departments to assess workplace security needs.
- Obtain preventability reports of vehicle and equipment damage from appropriate departments.
- Organize defensive driving classes and materials.
- Report loss amounts monthly and annually.
- Assess and provide needed loss prevention training.
- Respond to citizen and public requests for assistance.

Key Objectives for Fiscal Year 2012

- Complete 90% of claims investigations within 45 days.
- Route 90% of public hazard concerns to the appropriate department within 2 working days.
- Obtain 90% of collision preventability determination reports from the operating departments.
- Update the Liability Section (Chapters 3 – 5) of the Risk Management Manual by March 31, 2012.
- Update the Risk Management General Liability Frequency and Severity Report by September 30, 2011.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	1.10	1.10	1.10	1.10	1.10
Hourly Employee Hours	466	1,000	560	392	392
Revenues					
Insurance Premiums	\$ 1,940,613	\$ 1,722,907	\$ 1,722,908	\$ 1,547,084	\$ 1,578,025
Other Revenue	3,324	-	50	-	-
Total Revenue	\$ 1,943,937	\$ 1,722,907	\$ 1,722,958	\$ 1,547,084	\$ 1,578,025
Expenditures					
Salaries and Benefits	\$ 165,806	\$ 169,008	\$ 86,964	\$ 140,251	\$ 149,111
Supplies and Services	1,170,331	1,520,446	1,434,579	1,407,945	1,469,819
Appropriated Reserve	-	5,325	-	-	-
Transfers Out	276	717,988	717,988	-	-
Total Expenditures	\$ 1,336,413	\$ 2,412,767	\$ 2,239,531	\$ 1,548,196	\$ 1,618,930
Addition to (Use of) Reserves	\$ 607,524	\$ (689,860)	\$ (516,573)	\$ (1,112)	\$ (40,905)

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of claims acted upon within 45 days of receipt	99%	95%	90%
Percent of public hazard concerns routed to the appropriate department within 2 working days of receipt	95%	95%	90%
Percent of preventability reports received	78%	85%	90%
Liability claims filed during the year	138	140	132
Total current open claims	79	80	82
Total annual claim costs paid	\$164,414	\$450,000	\$604,419
Percent of claims filed resulting in litigation	8%	10%	7%
Percent of open claims litigated	19%	20%	20%
Percent of claims closed within 11 months of filing	86%	85%	85%
Reported vehicle incidents	81	115	99
Percent of vehicle incidents resulting in claims	21%	25%	19%
Amount paid for preventable collisions	\$45,120	\$47,500	\$65,878
Number of site visits conducted.	N/A	N/A	105
Number of Incident Reports completed	N/A	N/A	TBD

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RECENT PROGRAM ACHIEVEMENTS

Occupational injuries and associated lost work days continue to trend downward compared to historical averages.

Occupational Safety & Health

(Program No. 1463)

Mission Statement

Ensure a safe work environment for the City's work force and preserve the City's financial resources through training, medical screening, and safety analysis.

Program Activities

- Review and update the Injury Illness Prevention Program (IIPP) to conform to Occupational Safety and Health Act (OSHA) regulatory changes.
- Maintain and schedule master IIPP compliance activities and other safety training regulations according to state law.
- Provide training guidance and resources to supervisors.
- Respond to hazards and safety concerns identified by employees.
- Provide semi-annual loss data reports.
- Maintain network of internal occupational safety and health trainers.

Key Objectives for Fiscal Year 2012

- Maintain the number of occupational injuries at a level not to exceed the 5 year average.
- Maintain compliance with state and federal OSHA mandates.
- Coordinate monthly IIPP Training calendar.
- Collect 80% of facility safety inspection findings from operating departments by March 1, 2012.
- Post Cal/OSHA Log 300A electronically by February 1, 2012.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	1.65	0.80	0.80	0.80	0.80
Hourly Employee Hours	0	0	0	0	0
Revenues					
OSH Premiums	\$ 302,518	\$ 277,322	\$ 277,322	\$ 182,894	\$ 187,961
Total Revenue	\$ 302,518	\$ 277,322	\$ 277,322	\$ 182,894	\$ 187,961
Expenditures					
Salaries and Benefits	\$ 91,756	\$ 84,725	\$ 84,725	\$ 84,072	\$ 90,623
Supplies and Services	46,855	110,351	79,865	89,329	89,879
Appropriated Reserve	-	6,961	-	-	-
Total Expenditures	\$ 138,611	\$ 202,037	\$ 164,590	\$ 173,401	\$ 180,502
Addition to (Use of) Reserves	\$ 163,907	\$ 75,285	\$ 112,732	\$ 9,493	\$ 7,459

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Occupational injury claims filed	133	146	152
Percent compliance with state and federal OSHA mandates	100%	100%	100%
Employees attending Injury Illness Prevention Program training sessions	1,548	1,200	1,307
Number of IIPP training sessions conducted	86	44	86
Lost work days due to occupational injuries	836	1,499	1,004
Occupational Safety Trainers	109	125	82
Fleet Safety classes	5	4	4

FINANCE PROGRAMS

Administration
Revenue & Cash Management
Cashiering & Collections
Licenses & Permits
Budget Management
Accounting Services
Payroll
Accounts Payable
City Billing & Customer Service
Purchasing
Central Warehouse
Mail Courier Services
Risk Management – Workers'
Compensation
Risk Management – Liability
Risk Management –
Occupational Safety & Health
➤ Risk Management –
Administrative Operations
Solid Waste



RECENT PROGRAM ACHIEVEMENTS

Total cost of risk decreased in line with city operating and capital budgets cutbacks.

Administrative Operations

(Program No. 1464)

Mission Statement

Manage division programs and assist operating departments to assess exposure to loss.

Program Activities

- Create and maintain a risk management information system.
- Review and execute contracts, agreements, leases, and grants.
- Identify, evaluate, and rate all risks of accidental loss.
- Respond to employee, supervisor and management requests for assistance.
- Market and negotiate placement of commercial insurance policies.
- Initiate investigation and recovery of costs for loss or damage to City property caused by insurable perils or a negligent third party.
- Notarize City and employee documents.

Key Objectives for Fiscal Year 2012

- Ensure 80% completion of Risk Management Division program objectives.
- Compile and post semi-annual loss data
- Update Risk Management SharePoint site by March 31, 2012.
- Update the Risk Management Manual chapters describing procedures on Court Indexing and Certificates of Insurance by March 31, 2012.
- 🍃 Submit insurance renewals electronically and obtain binders and policies electronically.
- 🍃 Create a leave calendar on SharePoint for use by the Risk Management Division.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	0.85	0.70	0.70	0.70	0.70
Hourly Employee Hours	0	0	0	0	0
Revenues					
Insurance Premiums	\$ 1,010,000	\$ 860,843	\$ 860,843	\$ 1,000,000	\$ 1,020,000
Interest Income	253,726	189,900	180,164	161,700	161,700
Other Revenue	-	-	-	-	-
Total Revenue	\$ 1,263,726	\$ 1,050,743	\$ 1,041,007	\$ 1,161,700	\$ 1,181,700
Expenditures					
Salaries and Benefits	\$ 110,304	\$ 90,749	\$ 29,870	\$ 84,006	\$ 91,460
Supplies and Services	1,170,757	1,227,664	1,162,901	1,180,844	1,194,344
Appropriated Reserve	-	4,432	-	-	-
Total Expenditures	\$ 1,281,061	\$ 1,322,845	\$ 1,192,771	\$ 1,264,850	\$ 1,285,804
Addition to (Use of) Reserves	\$ (17,335)	\$ (272,102)	\$ (151,764)	\$ (103,150)	\$ (104,104)

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of division objectives accomplished	84%	80%	80%
Loss data reports	1	2	2
Dollar value of property damage and workers' compensation expenses recovered from negligent third parties	\$87,679	\$100,000	\$100,000
Total cost of risk as percentage of total city operating and capital expenditures	2.0%	3.0%	3.0%

PROGRAMS & SERVICES

FINANCE PROGRAMS

Administration
Revenue & Cash Management
Cashiering & Collections
Licenses & Permits
Budget Management
Accounting Services
Payroll
Accounts Payable
City Billing & Customer Service
Purchasing
Central Warehouse
Mail Courier Services
Risk Management – Workers' Compensation
Risk Management – Liability
Risk Management – Occupational Safety & Health
Risk Management – Administrative Operations

➤ Solid Waste



RECENT PROGRAM ACHIEVEMENTS

Awarded a competitive grant from the State of California for the installation of a landfill gas collection system at the Elings Park.

Solid Waste

(Program No. 1471)

Mission Statement

Provide reliable, cost-effective collection of residential and commercial recyclables, greenwaste, foodscrap and refuse through the City's franchised haulers, with a primary focus on maximizing diversion of solid waste from landfill disposal.

Program Activities

- Design solid waste programs that protect public health and the environment; maintain the City's compliance with State solid waste mandates.
- Develop a cost-effective solid waste management system to allow the City to maintain control of its waste stream
- Pursue long-term alternatives to disposal and continuously reduce the volume of material disposed in landfills through aggressive recycling, composting and related diversion strategies.
- Ensure contract compliance with the franchised haulers.
- Manage all components of the City's waste management system.
- Provide information to the public and respond to concerns about hauling services.
- Participate in regional solid waste forums such as the Multi-Jurisdictional Solid Waste Task Group (MJSWTG).

Key Objectives for Fiscal Year 2012

- ✔ Meet with 200 new and existing contacts in the business sector about the environmental and financial benefits of recycling.
- ✔ Enlist 40 new food-service establishments into the Foodscrap Recovery and Composting Program.
- ✔ Respond to 98% of code enforcement calls within 1 business day.
- ✔ Respond to hauler service complaints within 2 business days.
- ✔ Complete the Zone 1 waste collection request for proposal process by June 30, 2012.
- ✔ Implement foodscrap recovery and composting at all junior and senior high schools in the Santa Barbara School District by June 30, 2012.
- ✔ Conduct the Spirit of Service Awards for Recycling, Composting, and Litter Reduction no later than May 2012.

Key Objectives for Fiscal Year 2012 (Cont'd)

-  Hold 2 electronics waste collection events in FY 12, corresponding with America Recycles Day in November 2011 and Earth Day 2012.
-  Work with and provide options to the Ordinance Committee for reduction in the use of single-use bags within the City.
-  Establish a comprehensive mixed recycling program at 10 City facilities.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	9.90	10.50	10.50	8.50	8.50
Hourly Employee Hours	1,115	1,000	0	0	0
Revenues					
Donations	\$ 100,000	\$ 94,435	\$ 98,695	\$ 80,000	\$ 80,000
Fees and Service Charges	16,672,504	17,234,930	16,622,723	17,674,946	18,199,366
Reimbursements	1,029	-	82,255	-	150,000
Intergovernmental	891,136	23,000	424,000	396,000	218,000
Other Revenue	126,139	159,667	159,667	156,600	156,600
Transfers In	-	-	-	23,686	-
Total Revenue	\$ 17,790,808	\$ 17,512,032	\$ 17,387,340	\$ 18,331,232	\$ 18,803,966
Expenditures					
Salaries and Benefits	\$ 1,016,594	\$ 1,099,274	\$ 906,790	\$ 851,557	\$ 882,997
Supplies and Services	16,038,094	16,290,345	16,624,587	16,817,004	17,284,805
Special Projects	1,030,916	914,889	756,467	576,137	576,554
Appropriated Reserve	-	25,000	-	13,531	-
Non-Capital Equipment	42,933	937,208	920,308	12,500	12,500
Transfers Out	13,460	50,000	50,000	60,503	60,503
Total Expenditures	\$ 18,141,997	\$ 19,316,716	\$ 19,258,152	\$ 18,331,232	\$ 18,817,359
Addition to (Use of) Reserves	\$ (351,189)	\$ (1,804,684)	\$ (1,870,812)	\$ -	\$ (13,393)

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Business contacts made regarding recycling benefits	287	175	200
New food-service establishments participating in the foodscrap and composting program	N/A	40	40
Percent of Code enforcement calls responded to within 1 businesses day	98%	98%	98%
Tons of solid waste disposed of at the Tajiguas Landfill (citywide)	87,262	80,166	84,460

Solid Waste

(Continued)

Program Performance Measures (Cont'd)

Performance Measures	Actual	Projected	Adopted
	FY 2010	FY 2011	FY 2012
Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)	18,231	18,408	18,960
Tons of greenwaste diverted from the Tajiguas Landfill (franchise only)	N/A	13,460	13,863
Tons of foodscraps diverted from the Tajiguas Landfill (franchise only)	N/A	2,446	2,500
Hauler service complaints received	5	10	10
Percent of business accounts with 2/3 or more of monthly trash service dedicated to recycling, greenwaste, and/or foodscraps	19.4%	20%	21%
Percent of Single-Family Residential accounts with 2/3 or more of monthly trash service dedicated to recycling and green waste	69.6%	70.0%	71%
Percent of Multi-Unit Residential accounts with 2/3 or more of monthly trash service dedicated to recycling and green waste	17.7%	17.8%	17.5%
Percent of buildings and facilities owned, operated or controlled by the City with 2/3 or more of monthly trash service dedicated to recycling, greenwaste, and/or foodscraps	N/A	N/A	19%
Pounds of household hazardous waste collected at the City ABOP and UCSB facility	336,965	282,186	290,651
Pounds of Electronic Waste (E-Waste) collected at City-sponsored events and at the City ABOP	203,375	397,578	398,000